

SECRET

29 JAN 1981

# DDA ANNUAL PERSONNEL REPORT

## I. ON-DUTY STRENGTH

### A. On-Duty Strength vs. Ceiling

Until FY-79 there was no appreciable trend in the Administration Career Service On-Duty Strength (ODS) as compared to the number of adjusted positions. The last two fiscal years, however, have witnessed the start of a rather disturbing trend. As can be seen in Figure 1, we were 87 underceiling in FY-79. [REDACTED] This situation worsened by the end of FY-80 [REDACTED]. The most critical shortages were in the engineering, telecommunications specialist, and clerical areas. Although post-FY-80 hiring has reduced this shortage to 110 underceiling, we fear that with the present hiring freeze and our increased FY-81 requirements, we will fall further behind. If not corrected very soon, our ability to carry out our mission will be affected adversely.

### B. Affirmative Action

1. An analysis of the composition of our work force during the FY-76 to FY-80 period reveals much progress in the area of affirmative action, especially during the past year. In FY-76 females comprised 23.7% of our work force; in FY-80 this figure had risen to 24.7%, an increase of 4.2%. Minorities accounted for 7.5% of ODS in FY-76 and 10.5% in FY-80, an increase of 40%. These increases occurred despite a 10.1% decrease in ODS over the five-year period.

2. Figures 2 and 3 illustrate the affirmative action trend for female and black professional employees. These charts are divided into three sections: the first displays the annual percentage increase/decrease in female and black professional ODS; the second section shows the trend in total professional ODS; and the final section reveals the percentage of total professional ODS which the particular group comprises. These figures reflect remarkable progress in light of an overall decrease of 7.2% in total professional ODS. (The negative figures for FY-78/79 were caused by the transfer of the Office of Personnel Policy, Planning, and Management to the Executive Career Service.)

3. Completing the analysis of the professional ranks, Hispanic and Asian-American ODS increased by 100%.

ALL PORTIONS CLASSIFIED  
SECRET

SECRET

4. The five-year increase/decrease percentages for technicals and clericals are as follows:

a) Technical ODS:

- 1) Female = +175%
- 2) Black = +35.1%
- 3) Hispanic = +85.7%
- 4) Asian-American = +12.5%

b) Clerical ODS:

- 1) Female = -6.6%
- 2) Black = +19.2%
- 3) Hispanic = +16.7%
- 4) Asian-American = -40%

The above figures must be considered in the context of an overall decrease in technical and clerical ODS of 11.9% and 12.8% respectively.

## II. LOSSES

### A. Resignations

The past two fiscal years reveal the beginning of what appears to be a healthy trend in resignations (see Figure 4). We believe the decline in professional and technical resignations was the result of the decreasing use of discontinued service/voluntary-involuntary retirements. Although these categories are considered retirements, they are treated technically as resignations. We believe the rather sharp decline in clerical resignations was due in part to two factors: increased upward mobility and the perception of a recessive economy. Unfortunately, there is a negative factor which may account for the rather positive trend in clerical resignations. The resignation rate for clericals during their first year of Agency employment is approximately 15 to 20%; this rate falls to about 2% after the first few years of employment. The fewer clericals we hire, the fewer first-year resignations will occur. The end result would be a shortage of clericals even though the resignation rate falls.

### B. Retirements

As Figure 5 indicates, professional and technical retirements have increased rather markedly in recent years. The past two years have witnessed a 400% increase in supergrade retirements (25 in FY-80 as compared to 5 in FY-78). The supergrade feeder group, GS-13 through GS-15, has also suffered a dramatic increase in retirements - up 28.6% over last year (90 in FY-80 compared to 70 in FY-79). It is difficult to pinpoint the specific reasons for this trend but the perceived erosion of employee

SECRET

benefits, the curtailing of the "look-back" provision in cost-of-living increases for retirees, and the continuing presence of an upper-level pay cap all must be considered as definite contributing factors.

C. Reassignments-Out of the Career Service (Change of Career Service Designation)

Figure 6 reveals a peak for professional reassignments-out in FY-78, a fall in FY-79, and a gradual increase in FY-80. Technical reassignments-out have remained fairly constant since FY-77 with a slight downward trend presently in evidence. The trend for clericals is rather significant: since FY-78 reassignments-out have increased by 66%. The beginning of this trend coincided with the institution of the Agency-Wide Vacancy Notice System.

III. GAINS

A. Figures 7 and 8 reflect an interesting gain pattern. Figure 7 shows attrition/accession rates for professional, technical, and clerical employees. We have defined attrition as resignations, retirements, and reassignments out of the Career Service; accession consists of entrants-on-duty (EOD's) and reassignments into the Career Service. Professional attrition exceeds accession across the board. In FY-76 the professional attrition rate exceeded accession by 1.9%; in FY-80, by 5.1%. The opposite is true for clericals. Except for a dip in FY-79, the accession rate exceeds the attrition rate - in FY-76 by 6.7% and in FY-80 by 5.2%. One explanation of this phenomenon can be gleaned from Figure 8. Since FY-76 we have gained professionals from the ranks of clericals and technicals at the rate of 6.6% per annum in FY-76 to 7.7% in FY-80.

B. The broken line in Figure 8 represents a statistically insignificant increase in the number of conversions. This increase was the result of concerted efforts to change the occupational titles of professional employees who were assigned clerical occupational titles. Although not significant as far as true conversions were concerned, this exercise had a definite impact on reducing the gap between professional, technical, and clerical attritions and accessions. (Note the narrowing of the gaps in Figure 7 from FY-78 to FY-80.)

IV. CONVERSIONS/UPWARD MOBILITY

As mentioned above, Figure 8 reveals an upward trend in the relative number of conversions to professional status. The following table reflects the affirmative action impact of these conversions as well as conversions from clerical to technical.

SECRET

SECRET

	I*	II**	III***
	FY-76	FY-80	
Clerical to Technical			+75.0%
Females	25.0%	45.7%	+82.8%
Minorities	0 %	14.3%	+1,430.0%
Clerical to Professional			+36.9%
Females	30.8%	54.0%	+75.3%
Minorities	4.6%	10.1%	+119.6%
Technical to Professional			-14.4%
Females	2.2%	2.6%	+18.2%
Minorities	3.3%	7.8%	+136.4%

\*Percentage of total conversions

\*\*Percentage increase or decrease from FY-76 to FY-80

\*\*\*Percentage increase or decrease of total conversions from FY-76 to FY-80

The following figures attest to the fact that we have exceeded our FY-80 goals for conversions to professional status. We anticipate meeting or exceeding our FY-81 goals.

	<u>FY-80 GOAL</u>	<u>FY-80 ACHIEVEMENT</u>	<u>FY-81 GOAL</u>
Females	27	50	21
Minorities	12	15	4

## V. HIRING

A. The number of female EOD's has virtually doubled over the five-year period. Blacks have increased by 40%, Hispanics by 83%, and Asian-Americans by 200%. These increases took place while total Career Service EOD's increased by 44%. Focusing on professionals reveals even more progress in terms of affirmative action:

Females = +211%  
Blacks = +140%  
Hispanics = +100%  
Asian-Americans = +200%

These increases must be viewed in the context of an overall increase in professional EOD's of only 46%.

B. Unfortunately, we have not been as successful as we had hoped in recruiting minority engineers. They are much in demand both in the private and public sectors; our salary and benefits are no match for what can be realized in private industry in spite of a recessive economy.

SECRET

SECRET

## VI PROMOTIONS

A. In FY-76 the Career Service promoted 26% of its employees; in FY-80, 36%. This change reflects a healthy increase of 38%. The following figures address the impact of promotions on affirmative action:

	Percentage of Total Promotions		Percentage Increase/Decrease
	FY-76	FY-80	
Females	34.3%	33.1%	-3.5%
Minorities	10.7%	11.2%	+4.7%

Although overall female promotions decreased, female professional promotions increased by 62.2%. Figures 9 and 10 isolate female and black professional promotions. These charts present a year-by-year comparison of the changes in female and black professional promotions, the change in total professional promotions, and the percentage breakdown of promotions for each fiscal year.

B. In relation to ODS, we have exceeded our affirmative action promotion goals for FY-80 as follows:

	<u>FY-80 Goals</u>	<u>FY-80 Achievements</u>	<u>Percentage Increase/Decrease</u>
OVERALL	24.1%	35.8%	+48.5%
PROFESSIONAL			
Females	5.5%	6.9%	+25.5%
Minorities	2.3%	2.5%	+ 8.7%
TECHNICALS			
Females	2.2%	2.9%	+31.8%
Minorities	2.0%	2.7%	+35.0%

C. We anticipate meeting or exceeding our FY-81 overall and affirmative action promotion goals.

## VII. PERSONAL RANK ASSIGNMENTS

A. Throughout the years, we have used the Personal Rank Assignment (PRA) as an effective tool to facilitate a viable system of competitive promotions. To ensure effective control over the number of PRA's, they are continually monitored by means of a monthly computer-generated Office of Personnel Policy, Planning, and Management report. This report is reviewed at the career subgroup as well as the career service level.

SECRET

SECRET

B. We have discovered two minor PRA trends. Total PRA's have increased by 2% throughout the past five years, from 4.9% of ODS in FY-76 to 5% of ODS in FY-80. We do not consider this trend to be necessarily undesirable. If we are to continue to adhere to the Agency's rank-in-person concept, PRA's are a necessary element to ensure merit-based competitive promotions. Generally speaking, PRA's become undesirable when they extend beyond two years. Along these lines, during the same five-year period PRA's in excess of two years have decreased by 1.7% (from 6% of ODS in FY-76 to 5.9% in FY-80). Of late, there has been a concerted effort to significantly reduce this latter category of PRA. I have personally reviewed all PRA's in excess of two years and have instructed the Office Directors to resolve them within the next year. Exceptions will be based on the most extenuating of circumstances.

#### VIII. PROFESSIONAL AND TECHNICAL COUNSELING CASES

Our FY-80 professional and technical counseling case figures are contained in Figure 11. A five-year comparison reveals that the total number of such cases has been reduced from 72 in FY-76 to 33 in FY-80. The most impressive trend is in the "No Action" category. In FY-76 there were 39 cases in this category; in FY-80 only 3.

#### IX. SENIOR OFFICER DEVELOPMENT PROGRAM

A. Figure 12 contains the required information concerning our Senior Officer Development Program (SODP).

B. The most significant affirmative action trend in the SODP has been in the GS-13 to GS-15 group. FY-76 - FY-80 comparisons reveal that females have increased by 64.9%, blacks by 38.5%, Hispanics by 160%, and Asian-Americans by 70%.

SECRET